



Governance and Staff Review Consultant

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| Role: | Freelance Consultant to review governance and staff structure for Tiverton Museum of Mid Devon Life |
| Location: | Working from home and at Tiverton Museum of Mid Devon Life, Devon |
| Fee: | £8,400 including VAT and all expenses including travel |
| Status: | Freelance Consultant |
| Reporting to: | Pippa Griffith, Museum Director |
| Period of contract: | Fixed term, review to be completed by 3/8/2018 and recruitment to be completed by 7/9/2018 |

1. Background

1.1 Tiverton Museum has secured a Heritage Lottery Fund Resilient Heritage grant, for a project 'Attracting Audiences; Securing our Future'. The overall project includes essential work strengthening the museum to secure its future:

- Business model review to identify opportunities for cost saving and increasing income. To create a building master plan enabling us to serve our audiences better, and support financial resilience of the museum through full use of assets, examining kerb appeal, letting, retail and catering potential. Implementation of some of these recommendations.
- Governance, staffing and organisational development. To build capacity, reducing overall reliance on a small number of people through board recruitment and development. To review staff roles ensuring best use of paid staff time in line with business model review. Strengthen wider support for through developing volunteers, members etc.
- Audience development and marketing: To review engagement with existing and potential audiences through a new audience development plan, using this to develop the brand/USP, and direct future marketing. To assess current marketing, including the website, and develop a marketing plan in line with the new audience development plan. To train staff and trustees ensuring efficacy of all marketing. Implementation of some of these recommendations.

This project has two phases. The first is to make essential, immediate changes to the museum by increasing income, through a new business plan and attracting more visitors, to achieve a balanced budget. The second phase will contribute to medium term plans for a capital redevelopment project. A capital redevelopment will allow the museum to make the most of its large site to improve the visitor experience, provide space for events and activities and maximise commercial income whilst improving the building and collections care conditions.

1.2 Tiverton Museum is a vibrant, award-winning and much loved museum that provides extensive displays on the history of Mid Devon; a lively events programme, including temporary exhibitions (on anything from the history of underwear to local farming memories), guided walks, talks, holiday craft activities, themed days and lots more. The museum is proud to be family friendly and has won a number of recent awards:

- Trip Adviser Certificate of Excellence 2017.
- Highly Commended Mid Devon Community Awards, 2017

- Trip Adviser Certificate of Excellence 2016.
- Bronze Award, Small Visitor Attraction Devon Tourism Awards 2015
- Bronze Award, Access and Inclusivity Devon Tourism Awards 2015
- Long-listed for the Family Friendly Museum of the Year 2015.

The museum contributes to the local economy as a key visitor attraction and works closely with its local community. We offer a range of activities for schools and families and are an important resource in an area where poverty and geographical factors increase the risk of isolation. The museum makes it possible for teachers and parents to access good quality learning opportunities outside the classroom. We also provide a successful reminiscence service for older people in care and residential homes, and a monthly memory group based at the museum. The museum runs the town's Tourist Information Service and is engaged with plans to develop tourism within Mid Devon liaising with both Mid Devon District Council and the Mid Devon Attractions Association..

1 Objective

An experienced consultant is required to undertake a review of the people involved in the museum ensuring that the roles, skills and expertise are appropriate for delivering the new business plan (to be completed by early May).

The consultant will conduct the following tasks:

- To undertake a skills audit of our current board and identify gaps in skills and expertise.
- To work with the board and recruit new members to fill identified gaps in skills and expertise from audit (eg grant writing, development, and marketing) in line with the new business plan.
- To design a programme to develop the skills of all of the board members to ensure effective management without overall reliance on a small number of people.
- To produce a succession plan for the board.
- To review the existing staff roles in line with the new business plan created as part of this project, to ensure the best use of staff time is made in line with a balanced budget.
- To review the use of volunteers at the museum and to identify ways in which volunteers can further support staff and trustees in day to day delivery at the museum. To identify how an increased number of volunteers will be managed (eg the creation of a volunteer co-ordinator).
- To provide a clear practical report with recommendations for achieving the above (including identifying any required training for staff and volunteers), identifying realistic targets and recommended methods of evaluating each element.

2 Selection Criteria

We require demonstrable understanding and experience in:

- Governance and management of small museums
- HR in small museums
- Volunteer management
- Previous HLF funded projects
- Team working with museum staff and other consultants
- Setting realistic targets and methods of project evaluation
- Strong report writing skills

3 Timetable

- Closing date for applications is 14/5/2018
- The candidates will be shortlisted by the Director and the Trustees.
- Interviews will take place between 29/5/2018 and 8/6/2018
- The work should ideally begin by 18/6/2018
- The report should be presented to the museum by 3/8/2018, and board recruitment completed by 7/9/2018.

4 Budget

The total amount available is £8,400 (including VAT). The tender costs should include travel and all other costs associated with the work.

Suggested payment will be 25% upon appointment, 50% for the final report and presentation and 25% on completion of recruitment process.

5 Proposal

Your proposal to undertake this project should include:

- Credentials for the company and all those who will have input into the work.
- Examples of similar projects undertaken.
- A methodology of how you propose to meet the requirements of the brief.
- A programme indicating how you would deliver the project and key dates for tasks.
- A costing breakdown.
- Details of two referees for whom you have done similar work.

Please email applications to Pippa Griffith, Director at curator04@tivertonmuseum.org.uk. For an informal chat please contact Pippa on 01884 2566295.